

C O P Y

SECURITY INFORMATION

September 15, 1953

MEMORANDUM FOR: Messrs. [REDACTED]

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SUBJECT: Resume of our Discussions on OCB.

NSC REVIEW
COMPLETED,
10/31/03

The following is an attempt to sum up the net result of our talks to date, as a basis for further work together. I also enclose a revision of the OCB checklist which we discussed.

1. Role of the Assistants. This group, composed of the principal staff officer assigned by each Board member to backstop him in OCB work, seems the logical channel for screening and processing the flow of business for the Board, as well as for agreeing on arrangements for follow-up on Board actions. The Assistants may thus evolve into a support for OCB somewhat like the Planning Board in its relation to NSC. In order to insure against sudden interruptions of work, such as those due to illness, it is hoped that each Assistant will be able to keep someone else in his agency sufficiently briefed to carry on for him when he is unavoidably not on duty. [REDACTED] is welcome to bring a military adviser whenever he wishes.

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2. Procedure for Handling NSC Assignments. Much of this will have to be worked out as we go along. So far the following points have been suggested.

a. When an NSC action is referred to OCB for implementation, the Assistants should study the assignment and prepare a recommendation to the Board on how it should be handled. This would normally include agreement between the agencies concerned as to division of responsibility for operational planning, deadline for reporting operational plans to OCB for check on inter-agency coordination and other matters relating to Section 2 of the Executive Order. (We shall need to discuss these more fully.) In some cases a good deal of preliminary inquiry within the agencies, exploring the possibilities for implementing the NSC action, may be desirable before any recommendation is made to the Board.

b. Where responsibilities under an NSC assignment are considerable, the volume of work will usually make it advisable for each agency and the OCB staff to designate an action officer to serve as principal point of contact for inter-agency staff work. When the nature of an assignment

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is such that these action officers should be formally organized as a working group, this should be done with clearly stated terms of reference, and Board approval in order to insure that the necessary time of the personnel concerned will be made available. In general it is desirable to keep such formal arrangements to a minimum. When a working group is set up, it will be important to see that the members swing enough weight in their agencies to do business effectively. This should not mean, however, that they come to meetings rigidly instructed on an agency position. They should have some freedom to negotiate.

c. As a rule, much thought and perhaps even preliminary operational planning will have been done in the agencies while a paper is being processed through the Planning Board for NSC action. Much waste and some possible mistakes can be avoided if this thinking and planning can be made available through appropriate liaison when OCB goes to work on implementation.

3. Role of OCB Staff. It is axiomatic that the bulk of the work for OCB must be done in the agencies concerned. However, experience in inter-agency collaboration, as well as the Executive Order and the thinking that went into the Jackson Report, shows the value of having a small nucleus of highly qualified professionals to function as coordinators and catalysts from the over-all, as distinguished from the agency, point of view. A distinctive feature of OCB's responsibilities is that they do not end with the approval of a basic paper but require continuous follow-up in the light of the developing situation. Hence it is highly desirable to have at least one person in the Government who is keeping closely enough in touch with the progress of a given assignment to be able to call attention promptly to problems of timing and to overlaps, gaps or inconsistencies between the agencies' contributions, as well as to suggest the need for "initiating new proposals" in response to changes in the situation. Such a person because of his neutral position is able to make a unique contribution to inter-agency teamwork by chairing meetings and helping in less formal ways to reconcile differences of point of view. The OCB staff should not be conceived as an additional agency among agencies but simply as an area where the member agencies overlap, essentially a part of all four families. It should do its work by negotiation and persuasion or by asking questions, never by trying to give orders.

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4. The Composition of OCB Staff. In addition to people needed to do the necessary secretariat work, plus others for clerical and administrative support, the professional nucleus discussed above should be composed of versatile and highly competent men whose judgment and collaboration will be valued by the agency people with whom they work. There should be several persons specially qualified for each of the major regions of the world as well as a few with excellent functional background in economics, military affairs, and political warfare respectively. (There is also the problem of intelligence backstopping and screening of information which we have yet to discuss.) A small group of the professional staff is apt to be needed for carrying on support of the former POC functions, and perhaps one person for 10/2 - 10/5 matters. These persons, being closely concerned with Mr. Jackson's field of interest, will probably be called on to give him special support as the PSB staff has done hitherto. There should also be flexible provision for bringing in outside consultants when needed.

5. Sources of OCB Staff. In the future it seems likely that securing professional personnel of the requisite caliber will largely depend upon willingness of the member agencies to make them available. After the present fiscal year, legal technicalities concerning administrative support may make it necessary for all personnel to be on detail from agencies. If each agency makes available a balanced contingent of about five officers with excellent background in the functions and regions of major concern to it, the result should be a group of about the right size and composition. This can only be accomplished gradually, however, and meanwhile every effort should be made to adapt the existing PSB staff to the new work pattern as far as their qualifications permit.

6. POC Functions. Some handy mechanism to handle coordination of propaganda guidances on a daily and hourly basis needs to be set up with participation of USIA. Experience has shown that time and effort are saved if this mechanism is centralized in one place with a small group of people to do the necessary phone or leg work. Hence it may be the best solution to form a subcommittee of OCB for this purpose and give it central staff service through the group of political warfare specialists mentioned above. Mr. Berding of USIA is expected to have a special interest in this problem. We should have a meeting to discuss it with him and others concerned after the 21st.

7. 10/2 - 10/5 Matters. It may be more useful to discuss arrangements for these functions after we have got a little further along with the others and perhaps received some initial guidance from the Board itself.

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8. Administrative Support. It seems preferable to continue the PSB support agreement for the balance of this fiscal year. The pattern of support for the following year should be settled for budgetary purposes by about January 1. [] is preparing a draft for the purpose of continuing the PSB agreement and consulting appropriate people in your agencies with your consent.

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9. Items to Consider Soon. In addition to developing further many of the problems touched on above, such as that of intelligence support, we should get a start on:

a. The problem of OCB reporting to NSC (see Mr. Lay's memo for the NSC dated September 9 enclosing a statement by Mr. Cutler on Progress Reports).

b. The sort of economic personnel needed for OCB staff, which in turn involves the relationship of OCB to EDAC. [] agreed to make appropriate inquiries.

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c. Division of labor between OCB staff and Planning Board.

d. Disposition of PSB business (Check List par. 6 a.).

e. Handling of business other than NSC assignments (Executive Order, Sec. 2(2)).



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OCB CHECK LIST

1. Designate Acting Executive Officer and Deputy.
2. Authorize Acting Exec to use PSB Staff and resources for OCB work until other arrangements are made.
3. Decide general pattern of administrative support. (Continue PSB arrangements for current fiscal year?)
4. Agree on time-table for PSB-OCB transfer. (Authorize T/O and conclude administrative support agreement by September 30.)
5. Note that all PSB approved papers and projects remain in force until specifically dealt with by the Board.
6. Instruct the Acting Exec:
 - a. In consultation with member agencies, to review existing PSB projects and approved papers and draft recommendations for their disposition.
 - b. In consultation with member agencies and Mr. Cutler, to estimate the kind and amount of new work to be expected, having in mind a sound division of labor between OCB staff and Planning Board, by OCB and draft organizational arrangements and procedures for handling it.
 - c. On the basis of the above, to draft an estimate of OCB staff requirements.
 - d. In consultation with the agencies concerned, to draft recommendations for OCB's assuming the functions of POCB.
 - e. To circulate OCB papers to Mr. Cutler for information, notify him of Board meetings, and in consultation with him recommend any further arrangements needed for OCB-NSC liaison.
7. Discuss arrangements for future Board meetings.

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ROUTING AND RECORD SHEET

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